

OPM Core Competencies

The 28 OPM Core Competencies are grouped into six categories. The category of *Fundamental Competencies* consists of six competencies that are expected of all employees. The remainder of the 22 OPM core competencies should be acquired as employees move into management positions and then into leadership positions. These 22 competencies are grouped into five categories: *Leading Change*, *Leading People*, *Results Driven*, *Business Acumen*, and *Building Coalitions or Communication*.

FUNDAMENTAL COMPETENCIES

Fundamental Competencies are those which expected of all employees. They are also the foundation for success in all management and leadership positions. Competencies which fall under this category include:

Continual Learning:

Assesses and recognizes own strengths and weaknesses. Pursues self-development.

Integrity/Honesty:

Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Creates a culture that fosters high standards of ethics.

Interpersonal Skills:

Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

Oral Communication:

Makes clear and convincing oral presentations to individuals and groups. Listens effectively. Clarifies information as needed. Facilitates open communication.

Public Service Motivation:

Shows a commitment to serve the public. Enables others to acquire the tools and support they need to perform well. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

Written Communication:

Writes in a clear, concise, organized, and convincing manner for the intended audience.

LEADING CHANGE

Leading Change involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to Leading Change is the ability to establish an organizational vision and to implement it in a continuously

changing environment. Competencies which fall under this category include:

Creativity and Innovation:

Develops new insights into situations. Questions conventional approaches. Encourages new ideas and innovations. Designs and implements new or cutting edge programs/processes.

External Awareness:

Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views. Aware of the organization's impact on the external environment..

Flexibility:

Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

Resilience:

Deals effectively with pressure. Remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

Strategic Thinking:

Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

Vision:

Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

LEADING PEOPLE

Leading People involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to Leading People is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. Competencies that fall under this category include:

Conflict Management:

Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

Developing Others:

Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

Leveraging Diversity:

Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

Team Building:

Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

RESULTS DRIVEN

Results Driven involves the ability to meet organizational goals and customer expectations. Inherent to Results Driven is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. Competencies which fall under this category include:

Accountability:

Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

Customer Service:

Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

Decisiveness:

Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences. Perceives the impact and implications of decisions.

Entrepreneurship:

Positions the organization for future success by identifying new opportunities. Builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

Problem Solving:

Identifies and analyzes problems. Weighs relevance and accuracy of information. Generates and evaluates alternative solutions. Makes recommendations.

Technical Credibility:

Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

BUSINESS ACUMEN

Business Acumen involves the ability to manage human, financial, and information resources strategically. Competencies which fall under this category include:

Financial Management:

Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

Human Capital Management:

Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded. Takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

Technology Management:

Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

BUILDING COALITIONS

Building Coalitions involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals. Competencies which fall under this category include:

Influencing/Negotiating:

Persuades others. Builds consensus through give and take. Gains cooperation from others to obtain information and accomplish goals.

Partnering:

Develops networks and builds alliances. Collaborates across boundaries to build strategic relationships and achieve common goals.

Political Savvy:

Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.